

**MANAGEMENT EMPLOYEE LIFE CYCLE OF HIGHER EDUCATION****Cherep A.V., Helman V.M., Rybalko O.M.***Zaporizhzhia National University  
Ukraine, 69600, Zaporizhzhia, Zhukovsky str., 66*

cherep.av.znu@gmail.com, karollinza@gmail.com, nataliyarybalko90@gmail.com

ORCID ID 0000-0001-5253-7481, 0000-0002-2227-3865, 0000-0001-8064-820X

**Key words:**

employee life cycle, recruitment, adaptation, development, retention, release, competence, career, investment in human capital.

The article is devoted to the study of theoretical and methodological aspects of employee life cycle management. Regardless of the position and place in the hierarchical structure, any employee goes through a number of stages during his work in the company. The approach to the lifecycle of the employee as a unified and complex management object is substantiated. The conceptual basics of the process of employee life cycle management are considered. Emphasis is placed on the features of HR management, taking into account the impact of investment in human capital at different stages of the employee life cycle, taking into account the influence of the manager on the career development of the staff. The entire cycle and its elements become the object of control, analysis, evaluation and impact of the organization's management, personnel management service. The basis for the allocation and positioning of tasks, planning and implementation of functioning and development is the career cycle of the employee. Cyclicity stands out as a constructive basis, the principle of construction and mechanism of operation of the control object. It clearly follows that the procedures for designing, developing and implementing a targeted impact on the career cycle should also be formed taking into account the cyclicity. Recommendations are given to improve the efficiency of the employee life cycle management by stages: involvement, adaptation, development, retention, and dismissal. The example of the model "Life cycle of an employee in an organization with regard to his attitude to his own professional development" it is examined the effectiveness of investment in human capital, which will allow management to improve personnel management and get the maximum return on personnel costs. It is concluded that to improve personnel management in higher education institutions it is important to take into account the cyclical development of the scientific and pedagogical employee.

**УПРАВЛІННЯ ЖИТТЄВИМ ЦИКЛОМ ПРАЦІВНИКА ЗАКЛАДУ ВИЩОЇ ОСВІТИ****Череп А.В., Гельман В.М., Рибалко О.М.***Запорізький національний університет  
Україна, 69600, м. Запоріжжя, вул. Жуковського, 66***Ключові слова:**

життєвий цикл працівника, залучення, адаптація, розвиток, утримання, звільнення, компетенції, кар'єра, інвестиції в людський капітал.

Статтю присвячено дослідженню теоретико-методичних аспектів управління життєвим циклом працівника. Незалежно від посади і місця в ієрархічній структурі, будь-який працівник проходить ряд стадій у період своєї роботи в компанії. Обґрунтовано підхід до життєвого циклу працівника як до єдиного і комплексного об'єкта управління. Розглянуто концептуальні основи процесу управління життєвим циклом працівника. Акцентовано увагу на особливостях HR-управління з урахуванням впливу інвестицій у людський капітал на різних стадіях життєвого циклу працівника, з урахуванням впливу керівника на розвиток кар'єри персоналу. Увесь цикл і його елементи стають об'єктом контролю, аналізу, оцінки та впливу керівництва організації, служби управління персоналом. Основою виділення і позиціонування завдань, планування і здійснення функціонування і розвитку є кар'єрний цикл працівника. Циклічність виділяється як конструктивна основа, принцип побудови і механізм функціонування об'єкта управління. Із цього прямо випливає, що процедури проектування, розробки і здійснення цілеспрямованого впливу на кар'єрний цикл також повинні формуватися з урахуванням циклічності. Надано рекомендації щодо підвищення ефективності управління життєвим циклом працівника в розрізі стадій: залучення, адаптація, розвиток, утримання та звільнення. На прикладі моделі "життєвий цикл працівника в організації з урахуванням його ставлення до власного професійного розвитку" розглянуто ефективність інвестицій у людський капітал, що дозволить менеджменту поліпшити управління персоналом і отримати максимальну віддачу від витрат на персонал. Зроблено висновок: для покращення управління персоналом у закладі вищої освіти важливим є урахування циклічності розвитку наукового-педагогічного працівника.

### Statement of the problem

The relevance and practical importance of the formation of the personnel reserve of the enterprise are due to the fierce competition for skilled labor in the labor market in modern conditions of socio-economic development. Material motivation of staff is no longer the main argument for retaining professionals. In most cases, the real reasons for the dismissal of key employees are the lack of career opportunities, reduced interest in work, loss of motivation by ordinary employees.

The life cycle of an employee represents a theoretical model that is often used in the HR sphere. It describes the various stages a worker goes through when interacting with an employer company. In order to retain valuable employees, it is important for the company to have clear ideas about all these stages, because different needs and expectations of the employee are dominated at each of these stages. If this is a valuable specialist, and the company is interested in long-term cooperation with him, then the stages must be taken into account.

The life cycle management of an employee is relevant for the education sector, where aspects such as the duration of training and high requirements for the qualifications of specialists, the national importance of the formation and realization of the labor potential of workers in this field are most characteristic.

### Analysis of recent studies and publications

In researches of scientists-economists there are various approaches to the description of a life cycle of the worker, and also quantity of stages of its life cycle of the worker. The problems of the life cycle management of an employee has been resolved by scientists as M. Burke [1], S. Fjell [2], O. Leontiev L. [3], Lyons [4], L. Marson [5], N. Selley [6], A. Shaw [7], O. Zakharova [8] and others. But at the same time, personnel management of higher education institutions, taking into account the processes of cyclical development of its employees, remains insufficiently studied. The question of influence on the efficiency of management of the stages of the life

cycle of development of scientific and training workers in higher education institutions becomes relevant.

### Objectives of the article

The aim of this work is to substantiate the approach to the lifecycle of the employee as a unified and complex management object, to structurize the lifecycle of the employee, to develop the recommendations to improve the efficiency of the employee life cycle management on the example of the employee of the higher education institution.

### The main material of the research

The Employee Life Cycle (ELC) is a theoretical model that describes the stages, through which the employee passes through, interacting with an employer company.

For the organization, if it wants to retain valuable employees, it's important to have clear ideas about all these stages, because different needs and expectations of the employee are dominated at each of these stages. If this is a valuable specialist, and the company is interested in long-term cooperation with him, it must take into account these stages.

Different approaches to the description of the life cycle of an employee are generalized in the article; they are adapted to the researchers of Zaporizhzhia national university.

Management issues always require certainty and transparency, and in the case of people's development, when the understanding of what to develop and what to require from the employee is needed, the life cycle helps to regulate the employee's growth within a particular company.

In the process of generalization and analysis of the life cycle curves of the employee are constructed depending on the main criterion: knowledge and skills (Fig.1), competences and self-development (Fig. 2), attitude to one's own professional development (fig. 3), career advancement by position (Fig. 4), employee-organization relationships (Fig. 5) ect.

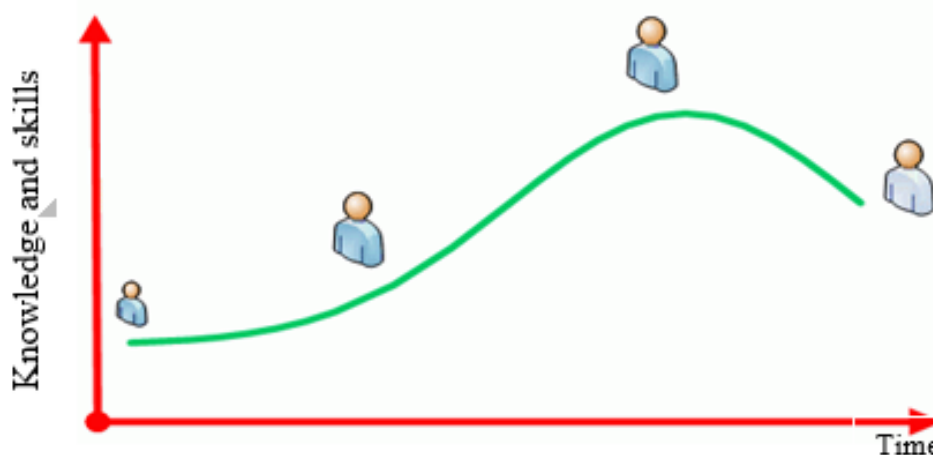


Fig. 1 - Curve of life cycle of a scientific and pedagogical employee "Time - Knowledge and skills"

Source: developed by the author (Leontiev)

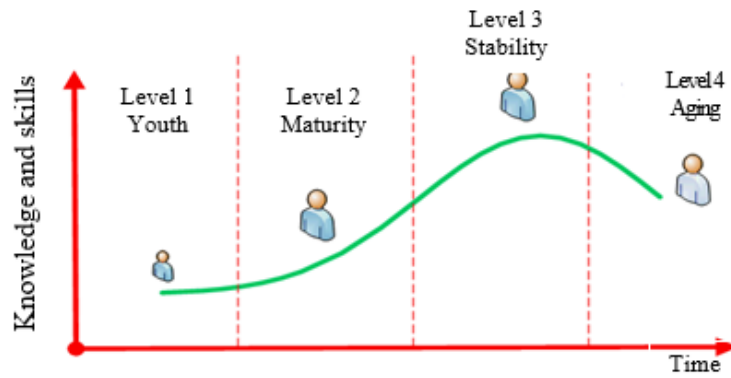


Fig. 2 - Curve of life cycle of the scientific and pedagogical employee "Competences and self-development"  
 Source: developed by the author (Leontiev)

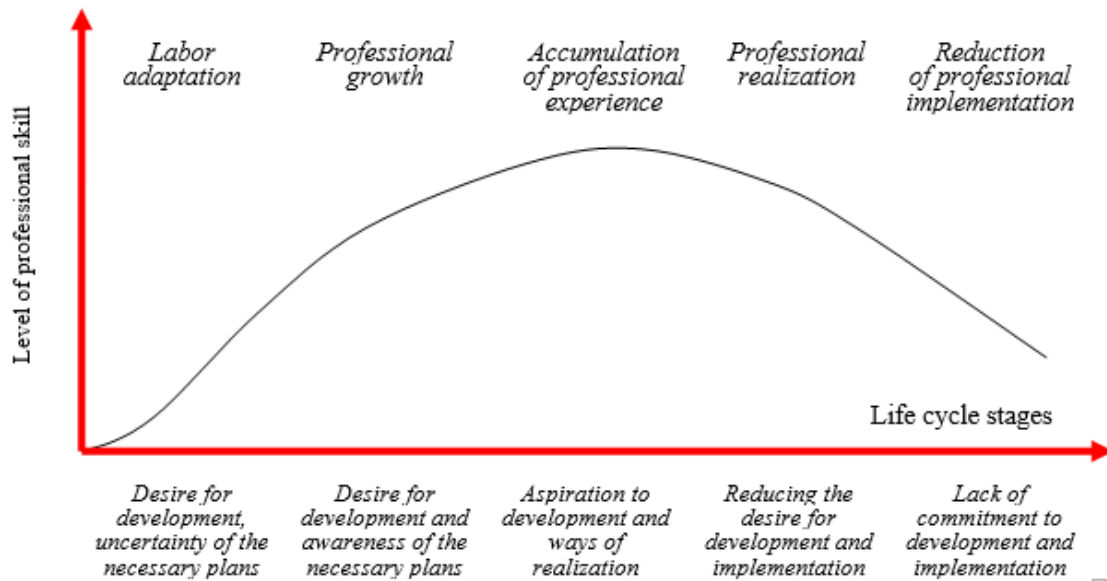


Fig. 3 - Curve of the life cycle of an employee in an organization, taking into account his attitude to his own professional development  
 Source: developed by the author (Zakharova)

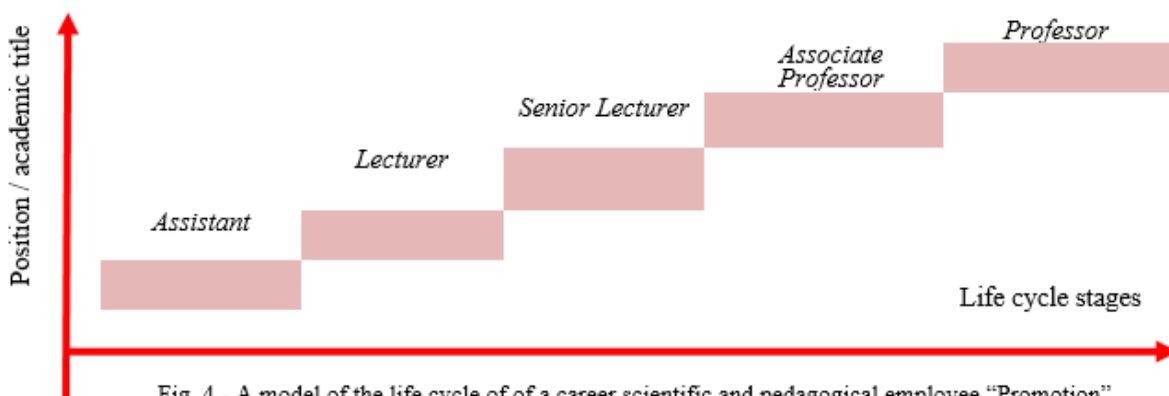


Fig. 4 - A model of the life cycle of of a career scientific and pedagogical employee "Promotion"

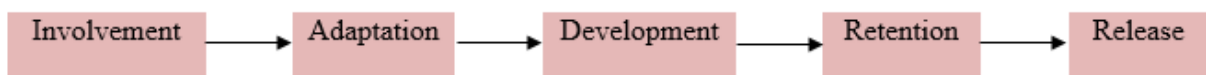


Fig. 5 - Employee life cycle model "Employee-organization relationships"

Fig. 5 presents the most common model of the employee life cycle (ELC), which describes the employee-organization relationship. Scientists emphasize that different stages of the employee's life cycle require the use of personnel management techniques for that particular employee.

In order to achieve high productivity, it is important for top executives and line managers to take into account the impact on the personnel life cycle of the enterprise life cycle.

Let us dwell in more detail on the latest model of ELC, this model describes the relationship "employee-organization" in 5 chronologically constructed stages (stages), taking into account the role that the personnel service plays in each of the stages: «involvement-adaptation-development-retention-maintenance». We consider the features of management at each stage.

The first stage of the employee's life cycle is the involvement of the employee. Engaging talented professionals is crucial meaning in the organization's Growth Strategy. These processes are influenced by the employer brand. Employer brand - the image of the organization as a great place to work in the minds of employees and key stakeholders in the external market (active and passive candidates, customers, customers and other stakeholders).

Adaptation is the second stage of an employee's life cycle. This is the process by which new employees learn the attitudes, knowledge, skills, and behaviors required to function effectively within the organization.

The third stage of the employee's life cycle is the stage of development. Constantly encouraging professional development among the team, the professionalism of team members increases, which ensures their future career growth.

Retention is the fourth stage of an employee's life cycle. Management needs to focus on retaining their best employees and ensuring that they are comfortable with the company and understand the important role within the team.

For most employees, the moment comes when the life cycle is over. A person may leave because of retirement, job creation, family or personal reasons. Despite the numerous bonuses and high salaries, people go even

from companies that have been recognized as the best employers.

It is important that the release process is strategic. For example, some ways to maintain employee loyalty in a situation where there is a reduction in the organization [9].

At each stage there are possible crises, and the success of overcoming them depends on three components: the employee, cooperation in the team, the assistance of the head.

In addition, for "extending" the working cycle of employees at higher education institution:

- it is necessary to set and control work goals, clearly formulate expectations;
- it is necessary to stimulate the initiative;
- taking into account the individual characteristics and needs of their subordinates;
- using understanding of the needs of their subordinates to choose ways of individual motivation;
- providing constructive feedback: delivering clear information about development zones, encouraging success and effort.

The leader in this case acts as a source of quality: performance qualities, decision making, team relationships, etc.

In the current conditions of socio-economic development, the urgency and practical importance of the formation of the personnel reserve of the higher education institution are conditioned by the intensification in the labor market. Material motivation of the staff is no longer the main argument for retaining professionals. The main reasons for the dismissal of key employees in most cases are the lack of career opportunities, reduced interest in the work, loss of motivation of employees.

Organizational leaders must respond promptly to changes in the external and internal environments and create a staffing reserve to prevent many personnel management problems.

Career planning is an important step in the development of human resources (Table 1).

Table 1 - Organizational, individual and collaborative career planning and executive influence

<b>Organizational processes include:</b> <ul style="list-style-type: none"> <li>• appointment process;</li> <li>• career system / degree;</li> <li>• planning of the essence, continuity of career;</li> <li>• advertising about ways of possible development;</li> <li>• workforce planning;</li> <li>• special quick promotion schemes for prospective employees (high level)</li> </ul>	<b>Individual career planning processes include:</b> <ul style="list-style-type: none"> <li>• professional consultations;</li> <li>• career planning working groups;</li> <li>• employee self-development plans;</li> <li>• career discovery centers.</li> </ul>	<b>Common planning processes include:</b> <ul style="list-style-type: none"> <li>• analysis of assessments and level of development;</li> <li>• assessment centers for capacity assessment;</li> <li>• development centers;</li> <li>• joint career planning.</li> </ul>
--	--	--

The example of the model "Life cycle of an employee in an organization with regard to his attitude to his own professional development" (Fig. 3) it is examined the

effectiveness of investment in human capital, which will allow management to improve personnel management and get the maximum return on personnel costs (Table 2).

Table 2 - Impact of investment in human capital at different stages of the life cycle of a researcher

Stage	Recommendation
A life-cycle stage associated with an employee's work adaptation	The level of mobility of such an employee is much lower than that of a young specialist, which to some extent increases the likelihood of a quick return on investment from human capital.
Stage of professional growth	During this period, the professional level of the employee is growing rapidly and investing not only accelerates its growth, but also enhances the employee's motivation to perform his professional duties qualitatively. Investing in human capital at this stage creates the conditions for a real return on investment both at the given and subsequent stages of the life cycle.
Stage of accumulation of professional experience of the employee	Investments made at this and previous stages in the development of the employee begin to yield concrete results, which positively affects the results of the enterprise.
Stage of professional realization	Skillfully selected forms of development and investments in human capital can significantly revitalize an employee's interest in their own professional growth, thus prolonging payback.
Stage of reduction of professional realization	If this stage of the employee's life cycle coincided with the termination of his or her working life, then social protection is of the greatest value for him. Such an employee will earn an economic return by the time of retirement as a result of practical experience accumulated in the previous stages of the life cycle.
Stage of reduction of professional realization	Skillfully selected forms of development and investments in human capital can significantly revitalize an employee's interest in their own professional growth, thus prolonging payback. If this stage of the employee's life cycle coincided with the termination of his or her working life, then social protection is of the greatest value for him. Such an employee will earn an economic return by the time of retirement as a result of practical experience accumulated in the previous stages of the life cycle. In all other cases, where an employee reaches the upper limit of his or her professional development at a given enterprise but has not reached the upper threshold of his or her potential, there is a high probability that the employee will leave the enterprise. Such an employee, if desired, can start a new round of individual life cycle at a new enterprise. In these circumstances, as in the first stage of investing in such an employee is quite risky from the point of view of the return of invested funds by the enterprise.

Source: developed by the author (Zakharova)

### Conclusions

In the process of generalization and analysis of the life cycle curves of the employee are constructed depending on the main criterion: knowledge and skills, competences and self-development, attitude to their own professional development, career advancement by post, employee-employee relationship. Management needs to focus on

retaining their best employees and ensuring that they are comfortable with the higher education institution and understand the important role within the team. Organizational leaders must respond well-timed to changes in the external and internal environments and create a staffing pool to prevent many personnel management issues.

### References

- Burke M. (2015). Six Stages to Success with the Employee Lifecycle. Retrieved from <https://inside.6q.io/six-stages-to-success-with-the-employee-lifecycle/#top>
- Fjell S. (2017). The 7 Stages of the Employee Lifecycle and Why They Matter. Retrieved from <https://www.questback.com/blog/the-7-stages-of-the-employee-lifecycle-and-why-they-matter/>
- Leontev O. (2012). Upravlenie zhiznennym tsiklom sotrudnika Internet-proekt «Korporativnyiy menedzhment» [Employee Life Cycle Management. Corporate Management Internet Project] Retrieved from [https://www.cfin.ru/management/people/dev\\_val/life-cycle.shtml](https://www.cfin.ru/management/people/dev_val/life-cycle.shtml)
- Lyons L. (2019). HR guidebook: All about employee lifecycle management. Retrieved from <https://www.peoplestrategy.com/hr-guidebook-employee-lifecycle-management/>
- Marson L. (2017). Talent management systems oversee entirety of employee lifecycle. Retrieved from <https://searchhrsoftware.techtarget.com/feature/Talent-management-systems-oversee-entirety-of-employee-lifecycle>
- Selley N. (2011). Zhiznennyiy tsikl rabotnika: shest stadiy [Worker Life Cycle: Six Stages] Retrieved from [http://www.hr-journal.ru/articles/ov/ov\\_692.html](http://www.hr-journal.ru/articles/ov/ov_692.html)
- Shaw A. HR Support on Employee Lifecycle Management (ELC). Retrieved from <https://www.xperthr.com/topics/hr-management/employee-lifecycle/>
- Zakharova O.V. (2009). Instytutsiini aspekty formuvannia protsesu investuvannia u liudskiy kapital [Institutional Aspects of the Form of Investment Process of Investing in Human Capital]. Naukovi pratsi Donetskoho natsionalnoho tekhnichnoho universytetu. Seriya: ekonomichna - Science and technology of Donetsk National Technical University. Seriya: economical, 165-172
- Helman V.M. Pidvyshchennia efektyvnosti roboty z personalom na osnovi vykorystannia modeli zhyttievoho tsyklu pratsivnyka [Improving the efficiency of personnel through the use of an employee life cycle model]. Upravlinnia sotsialno-ekonomichnym rozvytkom krainy, rehionu, pidpriemstva v umovakh kryzy (vyrobnycha, budivelnna ta transportna haluzi): monohrafiia. Dnipro: Vydavets Bila K.O.